

Utilizing Strategic Planning to Transform the Agency

Karen Chappell
Deputy Commissioner for Operations

Tully Welborn
CSI (Systems Redesign) Project Manager

Department of



Motor Vehicles

Strategic Planning

- Cornerstone of effective management
- Promotes continued viability of the organization
- Making it meaningful can be challenging



Mission and Vision

Mission

To promote security, safety and service through the administration of motor vehicle and tax-related laws

Vision

Peak performance – everyone, every time

D e p a r t m e n t o f



M o t o r V e h i c l e s

Core Functions

- Issue credentials
- Provide transportation safety services
- Provide information to customers
- Enforce motoring and tax-related laws
- Collect transportation-related revenues
- Manage data and disseminate information
- Serve as a portal for other government agencies and services



Results of SWOT Analysis

- Need to replace outdated legacy system
- Need to mitigate impact of massive retirements
- Need to transition to knowledge workers
- Need to improve security of processes and internal controls



Initiatives to Support Strategic Goals and Objectives

- Driver's License Central Issue
- Automated Routing System
- Business Transformation Team
- Agency Succession Planning
- Legacy System Replacement



Five Characteristics

The new system will be:

- **C**ustomer-centric
- **S**ervice oriented
- **S**tate-of-the-art
- **S**ecure
- **I**ntelligent



CSI Phase 1

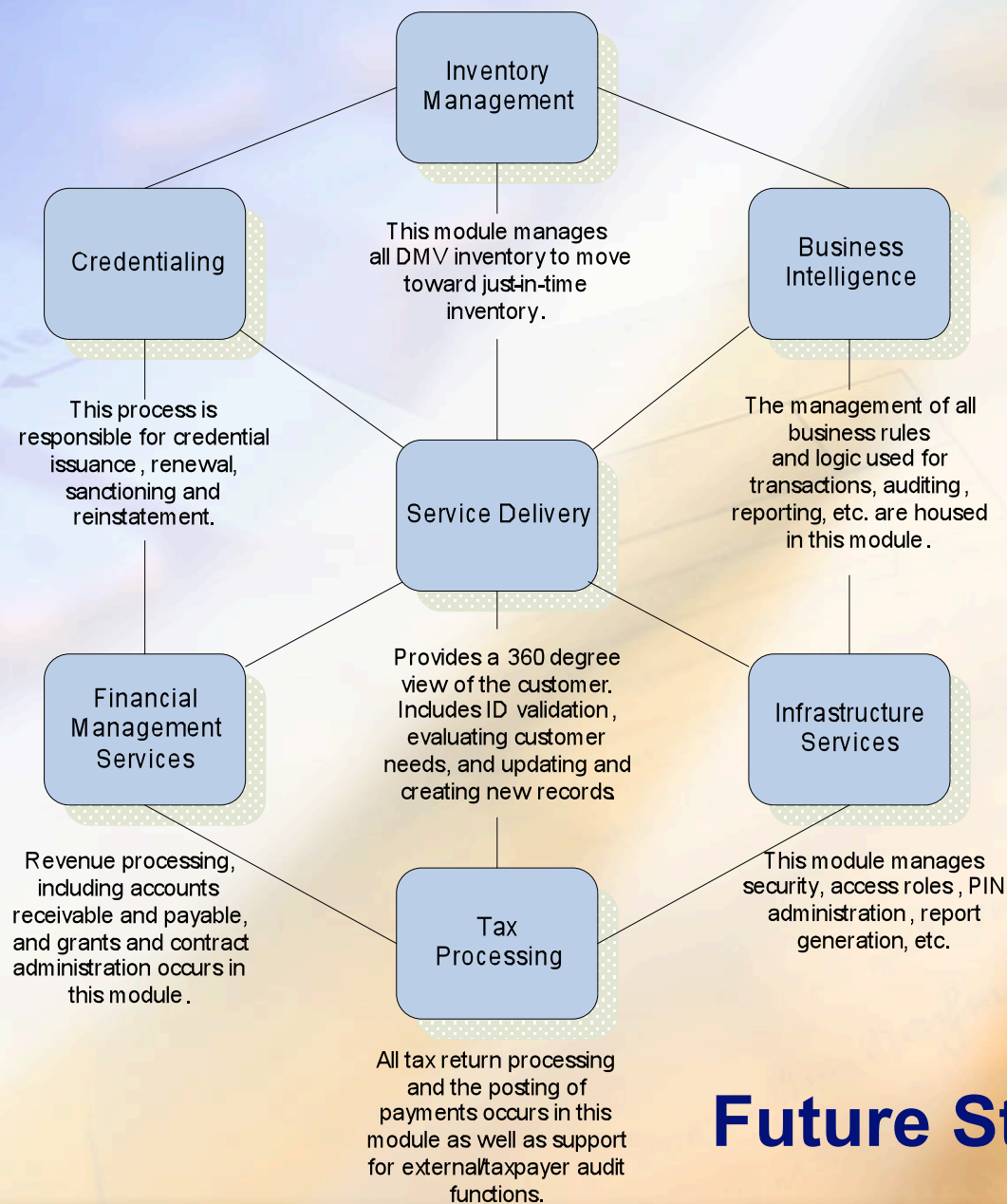
Business Requirements and BPR

Pre-CSI 2005

Contracted CGI/AMS for as-is and to-be analysis

October 2006 – February 2007

- Conducted DMV focus groups
- Validated vision and strategic objectives
- Identified high level business requirements
- Developed future state model



Future State Model

CSI Phase 2

Continued BPR and Procurement

February 2007 – February 2009

- Conducted detailed business process analysis and re-engineering
- Documented business process model in Enterprise Architect
- Extracted business rules from legacy systems
- Began data cleanup
- Conducted procurement for automated solution



Process Improvement Opportunities

- 793 PIOs electronically submitted to date
- Examples of early success

- Audit Compliance Services

- \$88,559 annual saving by implementing an automated process to send, review, approve and disseminate audit results

- Court System Changes (CAIS)

- Programming changes on the interface to better match the courts conviction record to the DMV customer file resulted in the ability to reassign 1.5 FTEs from DMV processing work centers to customer service centers



Communication = Success

Communication is key

- 112 CSI Ambassadors
- Intranet progress reports, feature stories, podcasts and graphics
- Internet www.dmv.virginia.gov/csi
- Presentations to employees, business partners and stakeholders
- Employee newsletter articles
- Brown bag lunches



CSI Phase 3 - Stage 1

Detailed Design Forum Project Schedule

- Detailed design preparation activities 02/17/09 – 04/10/09
- Project team training 03/30/09 – 04/03/09
- Detailed design activities 04/13/09 – 04/15/10
 - Requirements review document 08/14/09
 - Preliminary design document 12/15/09
 - Full Detailed Design Forum acceptance 04/15/10
- Go forward planning and transition 02/01/10 – 06/15/10
- Contract modifications prepared 02/01/10 – 06/15/10
- VITA and ITIB review and approval 06/15/10 – 07/15/10
- Contracting 07/16/10 –
08/16/10

Strategic Value of CSI

- Supports unified approach to all credentialing
- Facilitates transition to knowledge workers
- Mitigates the impact of upcoming retirements
- Provides re-engineered, secure processes
- Provides greater internal controls





Karen Chappell
karen.chappell@dmv.virginia.gov

Tully Welborn
tully.welborn@dmv.virginia.gov

D e p a r t m e n t o f



M o t o r V e h i c l e s